



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

June 23, 2009

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

STATUS REPORT ON LONG-TERM LEAVE MANAGEMENT

On April 17, September 4, and December 4, 2008 we provided your Board status reports on the development and implementation of the new Long-Term Leave Management Program (LTLMP). The primary intent of the program is to reduce the number, and improve the management of, employees on long-term leave. For this program, long-term leave is defined as any absence for more than six consecutive months. This memorandum provides an updated status on the program.

The Department of Human Resources (DHR) and the Risk Management Branch of the Chief Executive Office (Risk Management) continue to work closely together to assist departments with the management of the LTLMP, and to closely monitor the number of employees on long-term leave.

Progress to Date

The Department of Human Resources tracks data based on: 1) the number of long-term leave cases reported by departments; and 2) the number of long-term leave cases actually verified by DHR after the data was scrubbed. Attachment 1 summarizes the number of cases reported by all departments and those verified by DHR from March 2009 through April 2009 and breaks out the various categories explaining status changes.

Based on the number of verified cases, the total number of County employees on long-term leave has a net decrease from 1,732 to 1,583, since our last status report in December, 2008. The 1,583 employees on long-term leave as of the

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end of April 2009 represent 1.6% of the County's total full-time work force of approximately 102,000 employees. We believe the decrease in the number of employees on long-term leave is a direct result of department heads and their staff taking a more proactive role.

We have implemented a more focused approach for monitoring the Long-Term Leave Management Program. Further analysis of the data indicates the vast majority of the 1,583 employees are on a documented leave, meaning that these employees have met County requirements, by providing necessary documentation, following County procedures, and are certified to be off of work. The 1,583 employees on long-term leave fall into the following groups:

Type of Leave	Number of Employees
Industrial Accident	647
Long-term Disability	162
Military Leave	44
Medical leave with medical cert	388
Medical leave without medical cert	161
Non-illness basis leave	72
Potential Release	109
Total	1,583

As noted in the above table, most of the employees are on a documented leave such as military leave or industrial accidents. Of the 1,583 employees on long-term leave only 342 have the potential to be more actively managed. These are employees on medical leave without a medical certification, non-illness based leave and those categorized as "Potential Release" meaning potentially to be released from County service. The LTLMP requires a closer look at each of these situations and we have begun to closely monitor and manage the cases. These 342 employees represent approximately 0.3% of the workforce of 102,000 employees.

It is important to note that the figures reported by departments each month are based on a snapshot in time. In reality, the number of long-term leave cases is in constant flux. New cases are added each month and other cases are closed out. Attachment 2 displays the net changes over the last six months by department.

As previously reported, we targeted four large departments (Health Services [DHS], Children and Family Services [DCFS], Public Social Services [DPSS] and Probation) with the highest number of employees on long-term leave. These departments have shown significant progress through the efforts of the

department heads, their staff, DHR and Risk Management. Since our December report, we completed the following:

- A small team of Risk Management and DHR staff conducted on-site visits to all four departments to provide guidance and assist with the process of monitoring employees on long-term leave.
- The Director of Personnel and staff, together with Risk Management staff, had separate meetings with each of the four Department Heads.

DHR developed and distributed policy guidelines for departments to follow when it is necessary to facilitate interdepartmental placement of employees returning to work that cannot be placed back in their original department.

A culture of long-term leave awareness is key in the success of the program. To that end, DHR and Risk Management staff conducted training sessions and met with various groups on the topic of long-term leave, including:

- Two training sessions for departmental return-to-work coordinators;
- Updates for departmental human resources managers; and
- An overview at a departmental risk management coordinators meeting.

Next Steps

It is our intent to continue to closely monitor the program. We plan to conduct periodic on-site reviews of departments. In addition, DHR and Risk Management are working with departments on the 342 employees with the potential to be more actively managed. On a monthly basis, and more frequently as necessary, we monitor, then discuss with the specific department, individual situations and attempt to resolve each case. There will continue to be a number of outstanding cases as each month older cases are resolved and new cases arise. However, the constant monitoring will keep the number to a minimum.

To simplify reporting by departments we have begun working with the Chief Information Office and Internal Services Department to determine the feasibility of using COGNOS, which may be a powerful tool to better report on the status of long-term leave throughout the County.

When this program began, there were over 2,000 employees on long-term leave. The net reduction of over 400 employees and further analysis of those remaining on long-term leave indicates that most employees on long-term leave are justified through proper documentation. With our new more focused approach of monitoring those employees without proper certification we anticipate the initial

Each Supervisor
June 23, 2009
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goals of the program will be met. We will continue our monitoring efforts and the COGNOS feasibility study and will report back periodically.

Please contact Lisa M. Garrett at (213) 974-2406 if you have any questions or need additional information.

WTF:EFS

LMG:ef

Attachments

c: All Department Heads

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2009 Status Report on Long-Term Leave Program

Attachment 1

March 1, 2009 to April 30, 2009

(Ref: April 15, 2009 - May 15, 2009 LTL Absence Reports)

Department	Dept No.	Mar 2009 Rpted	Adjustment			Mar 2009 Actual*	April 2009 Rpted	Adjustment			April 2009 Actual*	Net Changes from Mar 2009 to Apr 2009	Dropped Cases in Apr 2009	Reasons for Drops												New Cases in Apr 2009	Reasons for Increases			
			Under-Rpted	# of Dupl.	# < 6 mons.			Under-Rpted	# of Dupl.	# < 6 mons.				OR	Rtr	Res	RTW	OS	Med. Rel.	Dchg	Unk	Dec	WHA	Tr	New		UR	Tr	R	
Agricultural Commissioner/Weights and Measur	10	0	0	0	0	0	0	0	0	0	0	0	0											0						
Alternate Public Defender	675	1	0	0	0	1	3	0	2	0	1	0	1		1									1		1				
Department of Animal Care & Control	620	8	0	0	0	8	9	0	0	0	9	1	0											1	1					
Assessor	40	11	1	0	1	11	11	0	0	1	10	-1	2				1				1			1	1					
Auditor-Controller	50	1	0	0	0	1	1	0	0	0	1	0	0											0						
Board of Supervisors	61	1	0	0	0	1	1	0	0	0	1	0	0											0						
Chief Executive Office	60	2	0	0	0	2	1	1	0	0	2	0	0											0						
Chief Information Officer	80	0	0	0	0	0	0	0	0	0	0	0	0											0						
Child Support Services Department	371	16	0	0	0	16	19	0	0	0	19	3	0											3	3					
Department of Beaches & Harbor	55	2	0	0	0	2	2	0	0	0	2	0	0											0						
Department of Children & Family Services	350	91	0	0	0	91	92	0	0	0	92	1	7				3	4						8	8					
Department of Community and Senior Services	325	3	0	0	1	2	2	1	0	0	3	1	0											1	1					
Department of Consumer Affairs	762	1	0	0	0	1	0	0	0	0	0	-1	1				1							0						
County Counsel	360	3	0	0	0	3	1	2	0	0	3	0	0											0						
Department of Coroner	340	1	0	0	0	1	1	0	0	0	1	0	0											0						
District Attorney	370	30	0	1	0	29	31	0	0	0	31	2	1				1							3	2				1	
Fire Department	390	77	0	1	0	76	76	1	0	0	77	1	12		6		6							13	8	4			1	
Department of Health Services(DHS)																														
DHS - Administration	110	12	0	0	0	12	10	0	0	0	10	-2	3				2	1						1	1					
DHS - Managed Care	120	2	0	0	0	2	2	0	0	0	2	0	0											0						
DHS - Antelope Valley Cluster (High Dessert)	130	12	0	0	0	12	14	1	0	0	15	3	1		1									4	2	2				
DHS-LAC-USC Healthcare Network	160	148	0	0	0	148	136	6	0	0	142	-6	9				6	2				1		3	3					
DHS-NE Comp Health Centers	161	13	0	0	0	13	14	0	0	0	14	1	0											1	1					
DHS-Coastal Cluster (Harbor-UCLA)	200	46	0	0	0	46	42	1	0	0	43	-3	3		1		2							0						
DHS-Long Beach Comp Health Center	201	4	0	0	0	4	4	0	0	0	4	0	0											0						
DHS-SW Cluster (King)	225-A	11	0	0	0	11	11	0	2	0	9	-2	2				1		1					0						
DHS-MLK Special Cluster	225-B	32	0	0	0	32	30	0	0	0	30	-2	2				1	1						0						
DHS-Metro So. CHC/Health Centers	226	12	0	0	0	12	13	0	0	0	13	1	0											1	1					
DHS-San Fernando Valley Cluster	240	39	0	0	0	39	38	0	0	1	37	-2	3				3							1	1					
DHS-Mid Valley CHC Health Center	241	3	0	0	0	3	2	0	0	0	2	-1	1				1							0						
DHS-Rancho Los Amigos	260	22	0	0	0	22	23	0	0	1	22	0	1					1						1	1					
DHS-Juvenile Court	290	9	0	0	0	9	11	1	1	1	10	1	2		1		1							3	3					

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Department	Dept No.	Mar 2009 Rpted	Adjustment			Mar 2009 Actual*	April 2009 Rpted	Adjustment			April 2009 Actual*	Net Changes from Mar 2009 to Apr 2009	Dropped Cases in Apr 2009	Reasons for Drops												New Cases in Apr 2009	Reasons for Increases			
			Under-Rpted	# of Dupl.	# < 6 mons.			Under-Rpted	# of Dupl.	# < 6 mons.				OR	Rtr	Res	RTW	OS	Med. Rel.	Dchg	Unk	Dec	WHA	Tr	New		UR	Tr	R	
Department of Human Resources	100	1	0	0	0	1	0	0	0	0	0	-1	1				1								0					
Human Relations Commission	68	0	0	0	0	0	0	0	0	0	0	0	0												0					
Internal Services Department	300	16	0	0	0	16	20	0	2	0	18	2	0												2	2				
Department of Mental Health	435	48	0	0	0	48	51	1	0	0	52	4	2			1	1								6	5	1			
Military and Veterans Affairs	767	0	0	0	0	0	0	0	0	0	0	0	0												0					
Museum of Art	35	0	0	0	0	0	0	0	0	0	0	0	0												0					
Museum of Natural History	440	1	0	0	0	1	1	0	0	0	1	0	0												0					
Office of Affirmative Action Compliance	63	1	0	0	0	1	0	0	0	0	0	-1	1	1											0					
Office of Ombudsman	771	0	0	0	0	0	0	0	0	0	0	0	0												0					
Department of Parks & Recreation	600	9	0	0	1	8	7	1	0	0	8	0	1		1										1	1				
Probation Department	640	234	0	0	0	234	204	1	0	0	205	-29	38				19	7				12			9	8	1			
Public Defender	670	15	0	0	2	13	16	0	0	1	15	2	0												2	2				
Department of Public Health	295	53	0	0	0	53	50	0	0	0	50	-3	4				3	1							1	1				
Public Library	461	9	0	0	0	9	8	0	0	0	8	-1	1				1								0					
Office of Public Safety	101	14	0	0	0	14	14	0	0	0	14	0	0												0					
Department of Public Social Services	140	293	0	0	0	293	289	1	0	0	290	-3	21		1	2	10			7		1			18	18				
Department of Public Works	690	35	0	0	0	35	34	0	0	0	34	-1	2		1			1							1	1				
Department of Regional Planning	720	1	0	0	0	1	1	0	0	0	1	0	0												0					
Office of the Registrar-Recorder/County Clerk	710	12	0	0	0	12	13	0	0	0	13	1	0												1	1				
Sheriff's Department	770	256	0	0	0	256	254	9	0	0	263	7	22		1		9	10				1	1		29	29				
Department of Treasurer & Tax Collector	790	5	0	0	0	5	6	0	0	0	6	1	0												1	1				
Total		1616	1	2	5	1610	1568	27	7	5	1583	-27	144	1	14	3	73	27	2	7	0	4	13	0	117	106	9	0	2	

Note:

* Adjusted to add under-reported cases, delete duplicate cases and cases with employees not meeting the "6-month continuous leave" criteria

Keys:

Under-Rpted: Adjustment to reflect errors in dropping off cases that were still active in the reporting month

Dupl.: Duplicated Data

OR: Over reported

Rtr: Retire

Res: Resign

RTW: Return to Work

OS: Out of Service

Med. Rel.: Medical Release

Dchg: Discharged

Unk: No reason given

Dec: Deceased

WHA: Work Hardening Assignment over 30 days

Tr: Transfer

New: New Cases

UR: Cases that should have been reported in prior months

R: Return to Leave status

Net Change Summary Report
November 2008 - April 2009

Attachment 2

Department	Dept No.	Actual 10.08	Dropped Cases	New Cases	Total Net Change over 6 months
Agricultural Commissioner/Weights and Measures	10	0	0	0	0
Alternate Public Defender	675	1	3	3	0
Department of Animal Care & Control	620	11	4	2	-2
Assessor	40	9	6	7	1
Auditor-Controller	50	0	0	1	1
Board of Supervisors	61	4	3	0	-3
Chief Executive Office	60	3	2	1	-1
Chief Information Officer	80	0	0	0	0
Child Support Services Department	371	14	6	11	5
Department of Beaches & Harbor	55	4	3	1	-2
Department of Children & Family Services	350	122	74	44	-30
Department of Community and Senior Services	325	3	2	2	0
Department of Consumer Affairs	762	1	1	0	-1
County Counsel	360	3	3	3	0
Department of Coroner	340	2	1	0	-1
District Attorney	370	24	14	21	7
Fire Department	390	71	53	59	6
Department of Health Services(DHS)					0
DHS - Administration	110	13	13	10	-3
DHS - Managed Care	120	1	0	1	1
DHS - Antelope Valley Cluster (High Desert)	130	11	4	8	4
DHS-LAC-USC Healthcare Network	160	148	65	59	-6
DHS-NE Comp Health Centers	161	13	5	6	1
DHS-Coastal Cluster (Harbor-UCLA)	200	38	18	23	5
DHS-Long Beach Comp Health Center	201	3	3	4	1
DHS-SW Cluster (King)	225-A	13	11	7	-4
DHS-MLK Special Cluster	225-B	43	14	1	-13
DHS-Metro So. CHC/Health Centers	226	16	9	6	-3
DHS-San Fernando Valley Cluster	240	45	16	8	-8
DHS-Mid Valley CHC Health Center	241	4	2	0	-2
DHS-Rancho Los Amigos	260	27	14	9	-5
DHS-Juvenile Court	290	6	3	7	4
Department of Human Resources	100	2	2	0	-2
Human Relations Commission	68	0	0	0	0
Internal Services Department	300	21	8	5	-3
Department of Mental Health	435	42	17	27	10
Military and Veterans Affairs	767	0	0	0	0
Museum of Art	35	0	0	0	0
Museum of Natural History	440	1	0	0	0
Office of Affirmative Action Compliance	63	0	1	1	0
Office of Ombudsman	771	0	0	0	0
Department of Parks & Recreation	600	8	9	9	0
Probation Department	640	279	184	110	-74
Public Defender	670	13	8	10	2
Department of Public Health	295	52	19	17	-2
Public Library	461	10	4	2	-2
Office of Public Safety	101	12	2	4	2
Department of Public Social Services	140	387	235	138	-97
Department of Public Works	690	39	18	13	-5
Department of Regional Planning	720	3	2	0	-2
Office of the Registrar-Recorder/County Clerk	710	15	9	7	-2
Sheriff's Department	770	188	138	213	75
Department of Treasurer & Tax Collector	790	7	3	2	-1
Total		1732	1011	862	-149

LTL Summary Report	Total Active	Dropped Cases	New Cases
November-08	1741	186	158
December-08	1709	176	176
January-09	1685	164	145
February-09	1637	179	131
March-09	1610	162	135
April-09	1583	144	117
Sum		1011	862